

TIGBRIEF

JAN - FEB 2004

THE INSPECTOR GENERAL OF THE AIR FORCE



INSPECTION
DIGEST
2004

TIGBRIEF

FIT TO FIGHT

BY GEN. JOHN JUMPER, CSAF 4

THE NEW AFI 90-201

INSPECTOR GENERAL ACTIVITIES 6

ACTS III

IMPROVED IG DATA COLLECTION TOOL 8

INSPECTION TRENDS

FOA, DRU COMPLIANCE INSPECTIONS 10

PRIVILEGED COMMUNICATIONS

BETWEEN CLIENT AND ATTORNEY 18

INSPECTOR'S COURSE

FOR NEW MAJCOM INSPECTORS 20

TOPIC CALL

WHERE EAGLE LOOKS COME FROM 22

ALSO

CI SCHEDULE FY 04 12

EAGLE LOOKS FY 04 13

THE IG PHONE BOOK 14

TIG BITS (BEST PRACTICES) 16

KNOW YOUR MAJCOM IG 24

TIG BRIEF SURVEY RESULTS 25

SPECIAL INTEREST ITEMS 26

THE INSPECTOR GENERAL BRIEF

AFRP 90-1

Jan - Feb 2004

Volume 56 Number 1

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TIG Brief (ISSN 8750-376X) is published bi-monthly by the Air Force Inspector General, Air Force Inspection Agency, Kirtland Air Force Base, New Mexico 87117-5670. *TIG Brief* (AFRP 90-1) provides authoritative guidance and information to commanders, inspectors general, inspectors and other Air Force leaders at all levels of command. Periodicals mailing privileges postage paid at the United States Post Office, 1135 Broadway Blvd., Albuquerque, NM 87101-9651 and additional mailing offices. Address correspondence to HQ AFIA/CVP, 9700 G Ave. SE, Suite 350V, Kirtland AFB, NM 87117-5670. E-mail address: tigbrief@kirtland.af.mil

The phone numbers are DSN 246-1864 and commercial (505) 846-1864. You can also read the magazine online at:

<https://www-4afia.kirtland.af.mil/tig-brief>

No payment can be made for manuscripts submitted for publication in *TIG Brief*.

Contributions are welcome, as are comments.

The editor reserves the right to make editorial changes in manuscripts. Air Force organizations are authorized to reprint articles from *TIG Brief* provided proper credit is given.

The contents of this magazine are nondirective and should not be construed as instructions, regulations, technical orders or directives unless so stated.

Distribution is via direct mail. POSTMASTER:

Send address changes to: *TIG Brief* Editor, HQ AFIA/CVP, 9700 G Ave. SE, Suite 350V, Kirtland AFB, NM 87117-5670.

IMAGES

Cover: Eagle

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Page 4: Gen. John Jumper

by Senior Master Sgt. Brad Gildea

FROM THE TOP

Coalition warfare, expeditionary mindset

*A century of change
and a force unequalled in history*



Your United States Air Force

As we eagerly embark on the next century of our history, it is amazing to reflect on the previous 100 years. That brief flight by the Wright brothers in 1903 has evolved into the air and space force of today.

The United States Air Force's approach to coalition warfare, expeditionary mindset and a long history of change has created a force unequalled in history. And it was brought to us by the ingenuity of the Airman on the flight line, in the laboratory, in the schoolhouse and on the frontlines of our nation's conflicts.

The IG communities of inspectors, investigating officers, the dedicated agents within the Office of Special Investigations, and the Air Force Inspection Agency's cadre of compliance inspectors, medical inspectors and Eagle Look management review teams have a long legacy of helping the Air Force

achieve our revolutions in air and space power. You are the critical eye that asks the tough question, "... are we doing it the best that we can?"

General Huot created a team of professionals that helped steer the force during a period of unprecedented operations tempos and challenges. We will build upon that teamwork.

Our primary purpose will be to support the major commands and the warfighters. We will ensure that when our nation calls upon us again, they will have combat-ready forces that are expeditionary, light, fast and powerful.

This is a time of opportunity. Our role is critical in giving our country a force they can trust. We have the tough job of finding the threats to that trust, be it through an investigation or inspection. But your integrity, in turn, will guarantee the effectiveness and continued

faith in our Air Force.

Your goal in the Air Force, regardless of your technical background, is to leave it better than you found it. There is no better way to phrase our mission in the Inspector General's office. We will make it better than we found it.

I look to you in the months to come as we strike out on this journey together. Bring me your ideas, bring me your opportunities; bring me the hard work upon which you have built an outstanding reputation.

To Ray and Barbara Huot, thanks for all you have done for our country, our Air Force and for SAF/IG. You have truly made us better than we were before, and you leave with our greatest respect and admiration.

A handwritten signature in black ink that reads "Steven R. Polk".

STEVEN R. POLK
Lieutenant General, USAF
The Inspector General

Focus on Fitness — Are


Gen. John P. Jumper
Air Force Chief of Staff



Our superb Total Force performance in Afghanistan and Iraq has reinforced our reputation as the greatest air and space force in the world. We combine 21st century strategies and concepts of operation, the tremendous advanced technologies of modern air and space power, and the professional training of airmen to put cursors on targets and steel on the enemy.

We recognize however, that without motivated and combat-ready expeditionary airmen throughout our Total Force, our strategy, technology and capabilities would be nothing more than hollow concepts and ineffectual hardware. We must be fit to fight—to enter the rigors of combat—and that demands we reorient our culture to make physical and mental fitness part of our daily life as airmen.

Expeditionary Operations — The Natural State of Our Air Force

Our airmen have deployed to austere environments that test their stamina, their fitness and their ability to survive in milieu of risks to one's health—including the presence of our enemies who will even kill themselves in their mission to kill Americans. Today, our business takes us to the “hot spots” of the world—often doing the heavy lifting for our nation and protecting our vital interests around the globe. This has been the case throughout the decade of the 1990s, and especially since the terrorist attacks on Sept. 11, 2001.

Since that fateful day we've opened 36 new expeditionary bases. More than 54,000 airmen deployed during the height

of Operation Iraqi Freedom. We flew more than 41,000 sorties in just 30 days. During that month we pumped 196 million gallons of jet fuel and expended 29,000 munitions. In short, meeting the frag is backbreaking work.

And, for anyone who's lived in a tent in 120-degree desert heat, you know just how stifling and overwhelming the physical burden can be. I've visited virtually every one of these locations. I've observed the conditions myself, and, most important, I've talked with and listened to our airmen tell me about their experiences.

Changing Our Fitness Mindset

These realities demand a mindset change in the Air Force, and an evolution of our culture to one that places the highest priority on maintaining our most important weapon system, our airmen!

The amount of energy we devote to our fitness programs is not consistent with the growing demands of our

You Fit to Fight?

warrior culture. It's time to change that.

Our new fitness program gets back to the basics of running, sit-ups and pushups. At the heart of this program is

'If you are out of shape, fix it.'

commander accountability and unit PT—with the responsibility for physical fitness squarely in the hands of squadron commanders and their airmen.

In addition to ensuring airmen are available, trained and appropriately equipped, commanders must also ensure the physical readiness of their airmen. In this context, readiness translates to fitness.

We've published clear criteria you can use to assess your fitness. They have a dual purpose—they help individuals assess their personal fitness levels and give commanders a benchmark to determine who needs help. If someone falls below the standard, a commander will immediately know it because they'll see it, and they'll be able to help.

We also intend to give

commanders and supervisors the tools they need to help their airmen. For example, our medical community has already developed a variety of programs to assist. The *Fitness Improvement Program* and *Body Composition Improvement Program* are two efforts we've begun to help improve the health status of our airmen. I expect you to use these resources, and to direct those who don't meet standards to participate in these programs.

While our new focus is on fitness, military image and professional appearance are an important part of a disciplined and ready force. Our new fitness program has combined our fitness guidelines and weight/body fat standards into one program that encompasses the total health of an individual.

When an individual falls below the minimum acceptable guidelines, commanders and supervisors must take an active role in ensuring their airmen get the help they need. Today, we involuntarily discharge far too many airmen for failing to meet physical fitness standards when *all they need is a little help*.

There may be some who simply do not present a professional military image nor want to meet the standards. When this happens, I expect

commanders to step in and make a decision about that airman's suitability for continued service.

Leading from the Front — An Imperative

Over the past several months, I have received some extremely positive feedback regarding our fitness program changes. I've also personally observed some outstanding leadership out in our Air Force—commanders and supervisors leading from the front and making fitness a priority in their daily schedules. Where commanders have engaged, we have seen some remarkable improvement in performance and readiness.

Some commands can do better, and I expect them to do so. Those that don't, fail themselves and the men and women they are charged with leading.

I think we all can agree that we were disappointed with the fitness standards we found when we came into the operational Air Force. The message is simple: If you are out of shape, fix it. If you have people in your units who need help, help them. And let's make sure that when our people go into harm's way, they are ready—with the training, equipment and *fitness* worthy of the world's most powerful air and space force. ✪

Inspector General Activities **AFI 90-201** **REVISED**

Maj. Mark Guerrero **SAF/IGI** mark.guerrero@pentagon.af.mil

Air Force Instruction 90-201, *Inspector General Activities*, provides overarching Air Force inspection guidance. This article addresses the most significant changes to AFI 90-201, which has recently undergone major revision.

The major changes involve:

- a performance-based shift for inspecting nuclear security;
- a more robust evaluation of a unit's ability to survive and operate in the event of a chemical, biological or conventional attack;
- incorporating the inspection of contracted functions within readiness and compliance inspections; and
- standardization of inspection scoring and reporting.

Improving the readiness of units is a theme common to major command inspector general mission statements. These inspections are critical tools used to help commanders at every level accomplish their mission

effectively and efficiently.

Nuclear Surety Inspections

The first major change addresses the conduct of nuclear surety inspections (NSIs). An integrated process team was established to review and improve the NSI process.

The goal was to deliver a more realistic, performance-oriented evaluation of nuclear security and to provide feedback on unit vulnerabilities and weaknesses in facilities, training and equipment, and tactics, techniques and procedures.

As a result, the NSI security area now focuses on both performance-based and compliance-based criteria to give a more complete and accurate picture of nuclear surety.

Chemical, Biological, Conventional Attack

The second major change focuses on assessing a unit's ability to respond to a chemical, biological or conventional attack as well as to measure mission restoration and sustainment operations.

With the release of Air Force Manual 10-2602, *Nuclear, Biological, Chemical and Conventional Defense Operations*

and Standards; AFI 10-2501, *Full Spectrum Threat Response (FSTR) Planning and Operations*; and the chemical and biological concept of operations (CONOPS), all functional areas were impacted. Leadership has proactively embraced this transformation to counter chemical, biological and conventional attacks and has integrated the new CONOPS into unit support plans and exercises.

Scenarios, well-planned and executed by wing exercise evaluation team (EET) and MAJCOM inspectors, are absolutely essential to embed this guidance into Air Force culture.

As IG inspectors assess how units organize, train and equip personnel to execute support plans, the IG role as teachers comes into play. As these new policies and procedures are assessed, IGs need to realize that wings may not have the perfect plan in place. Obviously there is still organizing, training and equipping to be done, and we have the obligation to help commanders evaluate and educate our people in executing the process.

Contracted Functions

The third change to AFI 90-

201 affects how the MAJCOM IGs conduct inspections of contracted functions.

Last year an Air Force Inspection Agency Eagle Look (management review) identified major problem areas regarding inspections of contracted activities: insufficient policy, inconsistent processes and an ineffective Quality Assurance Program measurement of contractor performance. The revised AFI 90-201 focuses on consolidation of inspections, proper roles and responsibilities, contractor involvement in the IG process, standardized rating systems and report writing, and establishment of minimum IG inspector training standards.

Also, the revised AFI 90-201 ensures that all MAJCOM IG processes are consistent with current acquisition tenets. The challenge was to develop policy guidance that properly assesses the effectiveness of the existing Quality Assurance Program to ensure contract performance is of the level and quality set forth in the contract—to validate that the Air Force gets what it pays for.

The new guidance emphasizes the responsibilities of quality assurance personnel and assesses performance.

Inspectors now use the same philosophy that guides other inspections and have fully incorporated contracted activities into operational readiness inspections (ORIs) and unit compliance inspections (UCIs).

During ORIs, IGs assess contract performance as related to mission success using the common core readiness and major graded area criteria.

During UCIs, IGs evaluate Quality Assurance Program and contract performance using the common core compliance areas.

Other changes include: the contractor no longer receives a direct grade, and the quality assurance personnel (the “blue suiters” charged with ensuring contract effectiveness and compliance to meet the unit mission) are responsible for deficiencies.

Scoring and Reporting

The final major change is to the inspection scoring and reporting of ORIs and UCIs.

Previously, AFI 90-201 lacked guidance for standardization and did not allow for accurate trend analysis of deficiencies at the Air Force level.

The new guidance requires MAJCOMs to assign deficiency levels and cause codes to each finding and will greatly aid in inspection analysis, crosstell and investigating needs for Air Force policy shifts.

The IG has been charged with assessing the readiness, discipline, efficiency and economy of the Air Force. The only true tests of readiness are inspections and war, and the revised AFI 90-201 gives better and more complete guidance to prepare for and execute those “inspection tests.” ★

Major Guerrero is chief, Acquisition and Logistics Inspections, Inspector General Inspections Directorate, Secretary of the Air Force Inspector General. Previously, he was chief, Aircraft Maintenance Inspections, Air Mobility Command Inspector General.

SAF/IGQ

WORLDWIDE TRAINING CONFERENCE 2004

4 - 6 May National Capital Region (Specific site to be determined.)

For IGs at all levels and their staffs.

For registration procedures, go to www.ig.hq.af.mil/igq

ACTS

The Automated Case Tracking System (ACTS) is an Air Force Inspector General tool to collect all IG investigative and administrative activity Air Force-wide. ACTS is the primary data collection tool for IGs at all levels. IGs create an entry in ACTS for any action defined as an investigation, referral, assist, dismissal or transfer.

ACTS is designed to assist IGs at every level to accurately track, manage and analyze IG complaint trends and findings, and to advise commanders on appropriate action to take on those trends. On Jan. 1, 2004, ACTS III replaced ACTS II+ as the primary collection tool.

ACTS III stores all complaint data in a central repository and is accessible via Microsoft Internet Explorer from any computer in the .mil domain. Access is limited to authorized IG staff members and controlled with password-protected user accounts. To gain access, authorized users should contact their designated ACTS III system administrator or their major command IG Complaints Resolution (IGQ) Office.

ACTS III benefits IGs at all levels in several ways. One key benefit is ease of maintenance. ACTS II+ updates were implemented by individual users on their stand-alone installation, numbered air force and MAJCOM systems with tools provided by SAF/IGQ. The update process was prone to error, stemming from inadequate instructions and users with low ACTS II+ familiarity or proficiency. In contrast, ACTS III updates are implemented centrally without burdening individual users.

A second benefit of ACTS III is that it eliminates datacalls. With ACTS II+, installation IGs were required to prepare and submit datacall files to higher-level IGs twice each year. Each subsequent IG office would consolidate the data it received and submit it to the next higher-level IG. In addition, for each case tracked by IGs at

III

Announcing the latest version of the Air Force IG collection tool

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several levels, numbered air force and MAJCOM IGs spent precious time reviewing datacall entries to resolve duplicate and incongruent data about those cases. In contrast, ACTS III data resides in one central repository, and a single electronic record is used by all interested IGs to record and track data about a single case. With ACTS III, datacalls are a thing of the past, and all IGs can shift focus from datacalls to more productive efforts.

A third benefit of ACTS III is that it reduces the need for some of the case tasking, transfer and notification letters. With ACTS II+, all case taskings, transfers and notifications to other Air Force IG offices required the sender to prepare and send an appropriate letter to the receiving IG office.

It is still critical for the sending IG to speak with the receiving IG to ensure case transfer goes smoothly. However, ACTS III allows notifications to be transmitted within the system and reduces the need for separate stand-alone letters. As the ACTS III system matures, even fewer letters will be needed.

Finally, ACTS III reduces some duplication of effort that was inherent in the ACTS II+ design. With ACTS II+, if a case was transferred from one IG office to another, the receiving IG would re-record basic case information (for example, complainant's name and unit) in their stand-alone ACTS II+ database. Since ACTS III allows all interested IG offices

to record information about a given case in one electronic record, IGs only record basic case information once in ACTS III. If other IGs subsequently need to track that case, the basic information will already reside in ACTS III.

To aid the user community, the ACTS Working Group developed a user's manual and an ACTS III quick-start reference. Both tools are available in the ACTS section of the SAF/IGQ home page, <https://www.ig.hq.af.mil/igq/ACTS/IGQACTS.htm>. The manual can also be downloaded from within the ACTS III system. In addition, SAF/IGQ plans to provide an ACTS III overview session during the Installation Inspector General Training Course.

While ACTS III is a very sophisticated application, it is still in its infancy, and plans are in place for multiple capability upgrades. The ACTS III Training Briefing in the ACTS section of the SAF/IGQ home page outlines the planned upgrades. IGs and their staff members should route ACTS III questions and recommended upgrades to the ACTS Working Group representative on their MAJCOM staff. The representatives will consolidate and forward feedback to SAF/IGQ, which will use it to guide future ACTS III improvements. ★

Major Ortiz is Chief, Policy Team, Secretary of the Air Force Inspector General Complaints Resolution Directorate. He's been with the directorate for two years.

The Air Force Inspection Agency has analyzed results and noted trends from its 2003 compliance inspections of direct reporting units (DRUs) and field operating agencies (FOAs).

In all, 12 FOAs and one DRU went through the week-long inspection, a thorough check of areas dealing with by-law requirements, communications and information assurance, information and personnel security, records management, and unit programs/commander's support staff.

Of the 13 units inspected, 10 received excellent ratings. Of the other three units, one received satisfactory, one was marginal and one was unsatisfactory.

Individual inspectors analyzed their particular areas to identify trends that would be useful to the units to be inspected in the coming year (see page 12). Additionally, CI inspection reports are available for review online at <https://www-4afia.kirtland.af.mil> under Compliance Inspections. These reports are password-protected, so individuals must request access prior

to downloading.

The results of the trend analysis follow:

Homosexual policy

Under *homosexual conduct policy*, one of the by-law requirements, annual training for commanders, was not being conducted or documented at 30

COMPLIANCE INSPECTION trends

**AFIA analyzes the results
of its inspections
of FOAs and DRUs
during 2003.**

Lt. Col. Edgar Castor AFIA/FOI

percent of the units. One third of the units did not ensure that personnel received required training within the 60-day window upon assuming supervisory responsibilities.

Communications and information

In *communications and information assurance*, a majority of units faced challenges in the computer security area. Of note, under *certification and accreditation of systems presently in use*, problems existed with the assignment of properly designated approving authorities, incomplete or lapsed accreditation packages, and failure to ensure the proper and timely implementation of time-compliance network orders. Management of the Fortezza program required attention. Operating instructions did not adequately describe unit actions and safeguards.

Software license management, a potential \$150,000 fine per infraction, was an issue in over half of the units inspected. Failure to conduct an annual inventory and failure to put procedures in place to track licenses of software installed and in use were the primary stumbling blocks.

Security

In the *security* arena, many units assigned the personnel and information security responsibilities to someone as an additional duty. These additional duty security managers did not receive sufficient training to run a quality program. The lack of training was most evident in lapses of security clearances because periodic reinvestigations were not submitted in a timely

manner, if at all. Program management suffered because no required self-inspections were conducted to assess the health of the programs. Units that did have a sound program worked closely with the local Security Forces experts and received regular training and staff assistance visits.

Unit programs/commander's support staff

Under the inspected areas encompassing *unit programs/commander's support staff*, documentation of required officer performance feedback was an issue at over one third of the units inspected. No tracking mechanism was in place to ensure that the feedback forms were distributed to raters or that feedbacks had been conducted as required.

The new automated Leave Web left many (almost 50 percent) of the program managers under the mistaken impression that all tracking and certification requirements were now also automated. Completion and maintenance of Air Force Forms 1134, *Unit Leave Authorization Numbers-Block Assignments*, and 1486, *Unit Leave Control Log*, were at the heart of the challenges.

Records management, including Freedom of Information Act (FOIA) and Privacy Act (PA), was easily the most time-consuming inspection area due to the number of files and records within each area that had to be evaluated to give the unit an accurate picture of their practices. Issues identified in this rated area were those that were documented in at least two different sections or directorates within an organization.

Files maintenance was a chal-

lenge that appeared in almost every unit inspected. Identification of records in the Records Information Management System (RIMS) and in containers plagued approximately 30 percent of the agencies visited. Following disposition instructions and file cutoff dates were issues at almost 70 percent of the units. Noted as deficiencies at many of the organizations were the establishment of inactive files and movement of files considered inactive, as well timely staging of other records.

Thirty-eight percent of FOIA and 31 percent of PA program training of unit personnel was not being conducted as required. Publication reviews (46 percent) as well as checking for PA warning statements (38 percent) were not incorporated into the publication process to ensure FOIA and PA guidelines were being followed and met.

The inspection process is essentially an open book test to see if units are following the rules governing the areas discussed above. Inspection checklists, which provide guidance for inspectors and units to evaluate each area, are on the AFIA Web site. These checklists, coupled with the reports and this article, provide useful guidance for supervisors and commanders to evaluate the health of their programs. ★

Lt. Col. Castor, who was chief of AFIA's Compliance Inspection Division at the time he wrote this article, has been reassigned to the Defense Threat Reduction Agency. Questions about this article can be referred to Lt. Col. Steve Sample, steven.sample@kirtland.af.mil.



CI SCHEDULE FY 2004

Here is the schedule of compliance inspections of Direct Reporting Units and Field Operating Agencies to be conducted for the rest of this fiscal year by the Air Force Inspection Agency.* Two years ago, AFIA implemented a beefed-up CI concept that provides oversight of certain mandatory items and mission areas. For a look at recent CI trends, turn to page 10.

NATIONAL SECURITY

EMERGENCY PREPAREDNESS AGENCY

Fort McPherson, Ga.

Feb. 17-20

LOGISTICS MANAGEMENT AGENCY

Gunter Annex, Ala.

Feb. 23-27

MANPOWER AND INNOVATION AGENCY

Randolph AFB, Texas

March 8-12

SERVICES AGENCY

Randolph AFB, Texas

March 15-19

AUDIT AGENCY

Arlington, Va.

April, 26-30

LEGAL SERVICES AGENCY

Bolling AFB, D.C.

May 3-7

SAFETY CENTER

Kirtland AFB, N.M.

May 17-21

FLIGHT STANDARDS AGENCY

Andrews AFB, Md., June 7-11

AIR NATIONAL GUARD READINESS CENTER

Andrews AFB, Md.

June 14-18

NEWS AGENCY

San Antonio, Texas

July 12-16

CENTER FOR ENVIRONMENTAL EXCELLENCE

Brooks City Base, Texas

July 19-23

OPERATIONAL TEST AND EVALUATION CENTER

Peterson AFB, Colo., Sept. 13-17

OPERATIONAL TEST AND EVALUATION CENTER

Kirtland AFB, N.M.

Sept. 20-24

**Editor's note: The official names of most of these organizations begin with "Air Force." We shortened the names to streamline the list.*

EAGLE LOOKS FY 2003

The Air Force Inspection Agency conducted the following Eagle Looks (management reviews) during fiscal year 2003. Trained inspectors with backgrounds in a wide variety of Air Force functional areas examined Air Force-wide programs and processes at the request of senior leadership, reported their findings and made recommendations for positive change. For a copy of an Eagle Look report or to submit a topic for consideration for a future review, e-mail AFIA's Operations Support Division at hqafia.cvs@kirtland.af.mil.

Aging Aircraft (AA)

Assessed the Air Force's ability to sustain aging aircraft at a designated level of readiness.

Acquisition Transformation (AT)

Evaluated the ability of the Air Force to implement new acquisition policies, initiatives and processes in today's evolving environment.

Architecture Based Acquisition (ABA)

Assessed the ability of the Air Force to integrate enterprise architecture into the acquisition process by identifying policy strengths and shortfalls, as well as enablers and impediments to integration.

Contracted Support Activity Inspection (CSAI)

Examined the Inspector General process for inspecting contractors and its impact on base-level, mission-essential service contracts and contract administration processes.

Environmental Restoration Program (ERP)

Assessed the effectiveness of the Air Force's Environmental Restoration Program (ERP) Record of Decision Process.

Installation Threat Working Group (TWG)

Reviewed installation methods to process near real-time threat data.

Medical Profile Process (MPP)

Reviewed active duty medical profile process for improvement opportunities.

Munitions

Beddown (MunsB)

Assessed the effectiveness of processes for in-garrison beddown of non-nuclear munitions and missiles.

Outsourcing Network

Control Centers (NCC) and

Network Operations and Security Centers (NOSC) (ONC)

Assessed the effectiveness of outsourcing Air Force network operations.

Product Support (PSEL)

Evaluated the product support life cycle planning and execution processes for sustaining weapon systems and equipment.



**AIR MOBILITY COMMAND (AMC)**

HQ AMC/IG	Scott AFB	IL
89 AW/IG	Andrews AFB	MD
437 ABW/IG	Charleston AFB	SC
436 AW/IG	Dover AFB	DE
92 ARW/IG	Fairchild AFB	WA
319 ARW/IG	Grand Forks AFB	ND
6 ARW/IG	MacDill AFB	FL
62 AW/IG	McChord AFB	WA
22 ARW/IG	McConnell AFB	KS
305 AMW/IG	McGuire AFB	NJ
43 AW/IG	Pope AFB	NC
375 AW/IG	Scott AFB	IL
60 AMW/IG	Travis AFB	CA
HQ DCS	Fort Meade	MD

779-0443
858-2429
673-3556
445-4046
657-3677
362-6016
968-4962
382-5444
743-3192
650-3052
424-2302
576-4744
837-2224
622-5974/4306

**AF RESERVE COMMAND (AFRC)**

HQ AFRC/IG	Robins AFB
459 AW/IG	Andrews AFB
917 WG/IG	Barksdale AFB
940 ARW/IG	Beale AFB
315 AW/IG	Charleston AFB
305 RQS/IG	Davis-Monthan AFB
HQ ARPC/IG	Denver
22 AF/IG	Dobbins AFB
94 AW/IG	Dobbins AFB
512 AW/IG	Dover AFB
919 SOW/IG	Eglin AFB
434 ARW/IG	Grissom AFB
419 FW/IG	Hill AFB
482 FW/IG	Homestead AFB
403 WG/IG	Keesler AFB
433 AW/IG	Kelly AFB
944 FW/IG	Luke AFB
4 AF/IG	March AFB
452 AMW/IG	March AFB
908 AW/IG	Maxwell AFB
446 AW/IG	McChord AFB
931 ARG/IG	McConnell AFB
514 AMW/IG	McGuire AFB
440 AW/IG	Mitchell AFB
934 AW/IG	Mpls-St. Louis
10 AF/IG	NAS JRB
301 FW/IG	NAS JRB
926 FW/IG	NAS JRB
914 AW/IG	Niagara Falls
953 RSPTS/IG	Norfolk
920 RQG/IG	Patrick AFB
302 AW/IG	Peterson AFB
911 AW/IG	Pittsburgh
939 RQW/IG	Portland
340 FTG/IG	Randolph AFB
932 AW/IG	Scott AFB
927 ARW/IG	Selfridge AFB
916 ARW/IG	Seymour Johnson AFB
507 WG/IG	Tinker AFB
513 ACG/IG	Tinker AFB
349 AMW/IG	Travis AFB
439 AW/IG	Westover AFB
442 FW/IG	Whiteman AFB
913 AW/IG	Willow Grove
445 AW/IG	Wright-Patterson AFB
910 AW/IG	Youngstown

**PACIFIC AIR FORCES (PACAF)**

HQ PACAF/IG	Hickam AFB	HI	315-449-3900
36 ABW/IG	Andersen AFB	GU	315-366-5258
354 FW/IG	Eielson AFB	AK	317-377-1322
3 WING/IG	Elmendorf AFB	AK	317-552-8931
15 ABW/IG	Hickam AFB	HI	315-448-4444
18 WING/IG	Kadena AB	JA	315-634-7622
8 FW/IG	Kunsan AB	KO	315-782-4850
35 FW/IG	Misawa AB	JA	315-226-3515
51 FW/IG	Osan AB	KO	315-784-5102
374 AW/IG	Yokota AB	JA	315-225-7262

**AIR COMBAT COMMAND (ACC)**

HQ ACC/IG	Langley AFB	VA	574-8700
2 BW/IG	Barksdale AFB	LA	781-5049
9 RW/IG	Beale AFB	CA	368-9346
27 FW/IG	Cannon AFB	NM	681-7776
355 WING/IG	Davis-Monthan AFB	AZ	228-5633
7 BW/IG	Dyess AFB	TX	461-1539
33 FW/IG	Eglin AFB	FL	875-4001
53 WG/IG	Eglin AFB	FL	872-5966
28 BW/IG	Ellsworth AFB	SD	675-6070
388 FW/IG	Hill AFB	UT	777-3620
49 FW/IG	Holloman AFB	NM	572-2123
1 FW/IG	Langley AFB	VA	574-5162
65 ABW/IG	Lajes Field	PO	535-3264
5 BW/IG	Minot AFB	ND	453-3076
347 WING/IG	Moody AFB	GA	460-3341
366 WING/IG	Mountain Home AFB	ID	728-2636
99 ABW/IG	Nellis AFB	NV	682-9974
55 WING/IG	Offutt AFB	NE	271-7167
20 FW/IG	Shaw AFB	SC	965-1948
4 FW/IG	Seymour Johnson AFB	NC	722-0013
552 ACW/IG	Tinker AFB	OK	339-2051
509 BW/IG	Whiteman AFB	MO	975-7139

**AIR FORCE SPECIAL OPERATIONS COMMAND (AFSOC)**

HQ AFSOC/IG	Hurlburt Field	FL	579-2256/2876
16 SOW/IG	Hurlburt Field	FL	579-4439/5567

DIRECT REPORTING UNITS (DRU)

HQ USAFA/IG	USAF AFB
11 WING/IG	Bolling AFB

Air Intelligence Agency

HQ AIA/IG	Lackland AFB
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National Guard Bureau

NGB/IG	Crystal Ball
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)
 AFB GA 497-1493
 s AFB MD 857-7121
 le AFB LA 781-7282
 FB CA 368-1940
 on AFB SC 673-6351
 onthan AFB AZ 228-6859
 CO 926-6312
 s ARB GA 625-4517
 s ARB GA 625-3298
 FB DE 445-5127
 FB FL 875-6571
 ARB IN 928-2271
 B UT 777-3119
 ead ARB FL 791-7306
 AFB MS 597-0767
 FB TX 969-3385
 FB AZ 896-6682
 ARB CA 447-5692
 ARB CA 947-4478
 l AFB AL 493-3353
 d AFB WA 382-5550
 nell AFB KS 743-5511
 e AFB NJ 650-4522
 IAP-ARS WI 950-6025
 Paul IAP ARS MN 783-1298
 B Fort Worth TX 739-5181
 B Fort Worth TX 739-6956
 B New Orleans LA 678-9777
 Falls ARS NY 238-3192
 Naval Base VA 836-6797
 AFB FL 854-9008
 a AFB CO 834-8133
 gh IAP ARS PA 277-8133
 l IAP OR 638-4094
 h AFB TX 487-1178
 FB IL 779-7044
 e ANGB MI 273-5652
 r-Johnson AFB NC 722-2205
 AFB OK 884-6910
 AFB OK 884-6910
 FB CA 837- 3922
 r ARB MA 589-3137
 an AFB MO 975-4008
 Grove ARS PA 991-1989
 Patterson AFB OH 787-9902
 own-Warren ARS OH 346-1172
 Us)
 cademy CO 333-3490
 AFB DC 754-8814
 d AFB TX 969-2891
 City VA 327-2507/2487



AIR EDUCATION AND TRAINING COMMAND (AETC)

HQ AETC/IG Randolph AFB TX 487-2407
 97 AMW/IG Altus AFB OK 866-6370
 14 FTW/IG Columbus AFB MS 742-2927
 17 TRW/IG Goodfellow AFB TX 477-5289
 81 TRW/IG Keesler AFB MS 597-3010
 58 SOW/IGQ Kirtland AFB NM 263-5800
 37 TRW/IG Lackland AFB TX 473-3347
 59 MDW/IG Lackland AFB TX 554-7424
 47 FTW/IG Laughlin AFB TX 732-5638
 314 AW/IG Little Rock AFB AR 731-3596
 56 FW/IG Luke AFB AZ 896-8346
 42 ABW/IG Maxwell AFB AL 493-3499
 AFOATS/IG Maxwell AFB AL 493-8825
 HQ AU/IG Maxwell AFB AL 493-6623
 CAP USAF/IG Maxwell AFB AL 493-4286
 12 FTW/IG Randolph AFB TX 487-7218
 AFRS/IG Randolph AFB TX 487-6130
 80 FTW/IG Sheppard AFB TX 736-2883
 82 TRW/IG Sheppard AFB TX 736-2031
 325 FW/IG Tyndall AFB FL 523-3274
 71 FTW/IG Vance AFB OK 448-6323
 AFIT/IG Liaison Wright-Patterson AFB OH 785-5654



AIR FORCE MATERIEL COMMAND (AFMC)

HQ AFMC/IG Wright-Patterson AFB OH 787-6331
 AEDC/IG Arnold AFB TN 340-5202
 311 HSW/IG Brooks AFB TX 240-8380
 AFFTC/IG Edwards AFB CA 527-4888
 AAC/IG Eglin AFB FL 872-5966
 ESC/IG Hanscom AFB MA 478-1047
 OO-ALC/IG Hill AFB UT 777-5305
 377 ABW/IG Kirtland AFB NM 246-2411
 WR-ALC/IG Robins AFB GA 468-5111
 OC-ALC/IG Tinker AFB OK 339-2051
 ASC/IG Wright-Patterson AFB OH 785-0600



UNITED STATES AIR FORCES IN EUROPE (USAFE)

HQ USAFE/IG Ramstein AB GE 314-480-6574
 31 FW/IG Aviano AB Italy 314-632-8649
 39 WING/IG Incirlik AB TU 314-676-8878
 48 FW/IG RAF Lakenheath UK 314-226-5124
 100 ARW/IG RAF Mildenhall UK 314-238-7025
 86 AW/IG Ramstein AB GE 314-480-2457
 52 FW/IG Spangdahlem AB GE 314-452-7330



AIR FORCE SPACE COMMAND (AFSPC)

HQ AFSPC/IG Peterson AFB CO 834-7155
 460 ABW/IG Buckley AFB CO 877-9175
 90 SW/IG Francis E. Warren AFB WY 481-3214
 341 SW/IG Malmstrom AFB MT 632-7076
 91 SW/IG (5 BW/IG) Minot AFB ND 453-3076
 45 SW/IG Patrick AFB FL 854-4373
 21 SW/IG Peterson AFB CO 834-2104
 50 SW/IG Schriever AFB CO 560-3764
 30 SW/IG Vandenberg AFB CA 275-6366
 SMC/IG Los Angeles AFB CA 833-0802

TIG Bits

IG Best Practices

Complaint resolution checklist

The 82nd Training Wing, Sheppard AFB, Texas, has developed a complaint resolution checklist. It outlines the requirements and suspenses for the individual elements of each of the 14 steps in the complaints resolution process. It also hyperlinks to the required forms or templates specified in AFI 90-301, *Inspector General Complaints*. The checklist utilizes Excel and Word formats to avoid using any additional software.

The checklist consolidates all requirements in the complaint resolution process from initial contact through the investigation, legal review and IG approval, when required.

The outline format means quick access to the various forms and templates required for handling complaints. The checklist calculates suspenses in terms of duty days, accounting for holidays as well as weekends. The result is an easy-to-use record of actions taken in handling IG complaints.

Col. Joseph L. Brown

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A desktop reference on the IG complaint system

The wing IG office at Sheppard AFB, Texas, has published *The Military Commander and the IG*, a desktop reference for 82nd Training Wing commanders on the various dimensions of the IG complaint system.

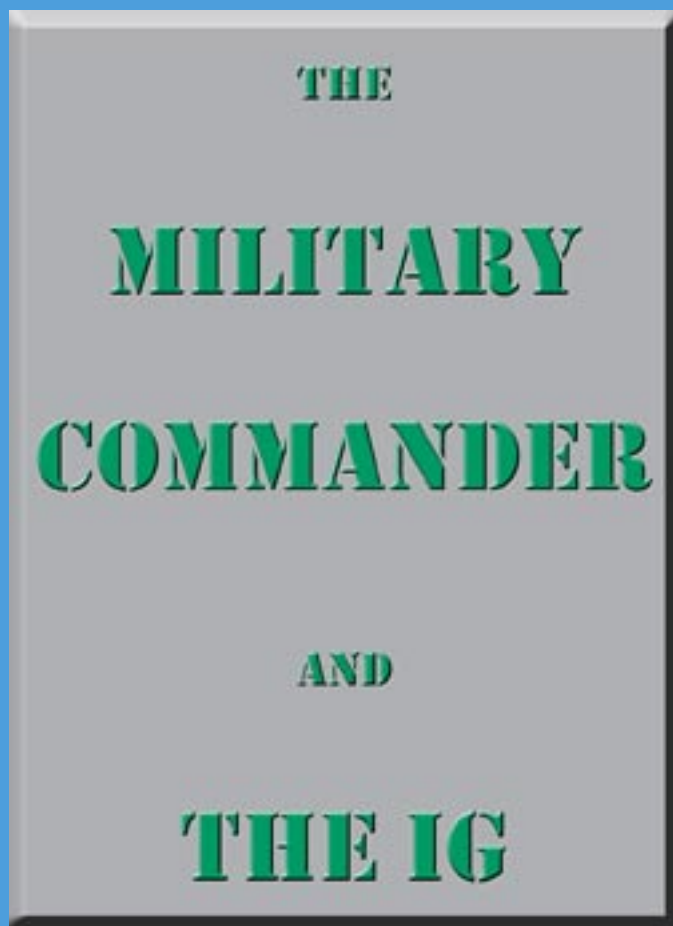
The booklet is modeled after the widely used *The Military Commander and the Law*. It is not intended as the authority for these issues but provides a succinct summary, with the regulatory references included at the end of each point paper. The booklet was developed for general information and not as a substitute for specific guidance from the base IG or legal office. The booklet is available in hard copy and CD-ROM, and it's on the base's IG Web site.

The Military Commander and the IG is a proactive initiative to educate and serve as a reference for IG matters. It's increased awareness of those issues that may be addressed by the IG. This education effort is designed to preclude potential IG complaints that could lead to investigations.

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Inspection communications tool

The 381st Training Group, Vandenberg AFB, Calif., has developed a Web-based Inspection Management Communication Tool located on the standardization/evaluation intranet Web page. It is the primary means of communicating among squadrons and the group during any higher headquarters or internal inspection, allowing squadrons to track the progress of the inspection to minimize the number of potential findings. At the group level the information is used to track trends during an inspection and to minimize discrepancies at the squadron and group levels as they are identified.

How it works: the monitor posts the inspection notes on the Web page by squadron (including functional area, narrative, findings, areas requiring improvement, recommendations and strengths). As soon as the *submit* button is clicked, all information is posted to the Web page and is readily available to the entire group. The information is searchable and sorted by all and individual squadrons, and all and individual functional areas.

Squadron commanders can create reports showing all functional areas; this report is used to ensure discrepancies are fixed as soon as possible. It also keeps the unit's leadership informed of how well the inspection is going in real-time. Additionally, squadron commanders may review the report and compare it with the higher headquarters inspectors' daily update.

The system promotes crosstell in near real-time during higher headquarters and internal inspections. The enhanced communication flow across the group minimizes the number of discrepancies common among squadrons. The system also minimizes the number of discrepancies within individual squadrons by identifying them early and energizing the whole group to help correct those discrepancies.

Maj. Homer Smith

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Monthly IG issues seminar

A monthly seminar was initiated by the 82nd Training Wing, Sheppard AFB, Texas, to educate squadron commanders and first sergeants on the IG system and issues that could become the focus of an IG complaint.

Seminars cover core IG and legal topics along with specific issues requested by participants. Slides for each seminar are posted on the base's IG Web site for easy access by commanders, supervisors and base personnel as a whole. Participants say that the seminars have been informative and timely. The monthly format allows a continuum of education for invitees, and the open forum encourages questions.

Col. Joseph L. Brown

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Compliance inspection database, report builder

At Vandenberg AFB, Calif., the 381st Training Group has constructed a compliance inspection database and report builder.

It allows any number of inspectors to enter inspection data simultaneously from separate computers.

When all data is entered, inspectors simply click the *export* button to build a report in Microsoft Word. Then they click the *finalize* button, and the report is automatically formatted, to include cover letter, table of contents and rating definitions. It also formats all inspection categories by narrative, findings, areas requiring improvement, recommendations and strengths. All areas and fields are easily modifiable in the database and in Word.

Time savings were realized in all aspects of their compliance inspection reporting process, from entering discrepancies and strengths to formatting, editing and publishing the report. The auto-formatting allows the writer to spend more time editing the verbiage of the report rather than struggling with formatting issues.

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Honesty, truthfulness and

INTEGRITY

The Air Force treats certain communications as privileged to protect the individual, the public and the institution

Col. Wayne Wisniewski AFIA/JA wayne.wisniewski@kirtland.af.mil

Honest and truthful communication, regardless of our specialty, is the linchpin of our Air Force. Without Integrity, first among our core values, Air Force culture would be hollow, our effectiveness null.

The law recognizes that, under certain circumstances, telling the truth can be stressful or difficult. Despite that, we can accept nothing less. Society has developed rules and measures to protect and safeguard legitimate needs for bedrock honest and truthful communication, both by individuals and the organization. These protections exist within the Air Force and are safeguarded by federal law, common law and military rules of evidence.

Most airmen have a passing familiarity with the legal privileges that enhance and protect

communications made in our individual capacity. These are reflected in provisions of the military rules of evidence (MRE) that prevent such speech or communications from being revealed or disclosed.

Within this group of communications are those made in the lawyer-client context, MRE 502. Examples include communications to an area defense counsel or to a legal assistance attorney. Communications made to a chaplain, as a formal act of religion or as a matter of conscience, are absolutely protected from disclosure by MRE 503. Communications to a spouse are covered by MRE 504, which contains an exception to protect safety.

The identity of a person who has furnished information relating

to an investigation of a violation of law, often referred to as an informant, can be privileged from disclosure (MRE 507).

A limited psychotherapist-patient privilege, MRE 513, exists today to provide for the security of statements made to mental health practitioners in the course of assisting airmen charged with or suspected of criminal offenses.

Courts-martial deliberations are privileged (MRE 509). Votes in political elections are privileged, too (MRE 508).

The Air Force Inspector General also employs tools to protect communication (see Air Force Instruction 90-301, *Inspector General Complaints*, January 2001). IGs make every effort to protect the identity of complainants from anyone outside IG channels. The IG may grant promises of confidentiality

in writing to protect persons from reprisal, or their identity from disclosure by third parties.

These tools also include promises of nonattribution or confidentiality to individuals during the course of certain program or policy reviews. This is necessary to ensure the frank and honest analysis of readiness, effectiveness and efficiency. The President's Council on Integrity and Efficiency endorses these procedures.

Whistleblowers are protected from reprisal by public law (10 U.S. Code 1034), as well as DoD Directive 7050.6 and AFI 90-301. Airmen are protected against an unfavorable personnel action, or withholding or threatening to withhold a favorable personnel action, when making communications concerning activity reasonably believed to be a violation of regulations, mismanagement, waste of funds, abuse of authority, or a threat to health, safety or readiness.

This protection applies when airmen communicate about such matters with members of Congress, an IG, auditor, commander or law enforcement representative. They are also protected when communicating through any established grievance system, including military equal opportunity.

Other privileges protect memos, reports and recommendations prepared by Air Force members from public disclosure. Safety reports undertaken to document causes of mishaps and to take preventive action are protected from disclosure. These reports contain information considered privileged. The information in these reports is treated confidentially to ensure that commanders obtain accurate mishap information, promote safety, ensure readiness and mission accomplishment (see AFI 91-204, *Safety Investigations and Reports*, Dec. 11, 2001).

The Freedom of Information Act (FOIA) and DoD Directive 5400.7-R, Sept. 1998, contain protections for other Air Force institutional communications. While these protections do not prevent disclosure to the same extent as the privileges referenced above, they do provide a level of protection to those preparing For Official Use Only and other reports and recommendations.

The "deliberative process" (FOIA Exemption 5) protects "inter-agency or intra-agency memos or letters which would not be available by law to a party other than an agency in litigation with the agency." The U.S. Supreme Court has made it clear that the coverage of Exemption

5 is quite broad, encompassing both statutory privileges, those commonly recognized by case law, and civil discovery rules.

Three bases for this deliberative process privilege, which protects pre-decisional material, are generally understood:

- to encourage open, frank discussions on matters of policy between subordinates and superiors;
- to protect against premature disclosure of proposed policies before they are finally adopted; and
- to protect against public confusion that might result from disclosure of reasons and rationales that were not in fact, ultimately, the grounds for an agency's action.

These individual and institutional protections, though not all-inclusive, go a long way to ensure that airmen provide truthful information, that they are protected from reprisal, and that information provided in reports and recommendations is accurate and truthful.

Integrity demands that reports be prepared honestly, with the unvarnished truth demanded by Air Force leaders to make informed decisions. ★

EDITORIAL DEADLINES

2004

MAR - APR	PAST
MAY - JUN	25 FEB
JUL - AUG	26 APR
SEP - OCT	24 JUN
NOV - DEC	24 AUG

TIGBRIEF

USAF Inspector's Course

Capt. Jackie Nickols SAF/IGI

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The USAF Inspector's Course is a mobile training program administered by the Secretary of the Air Force Inspector General Inspections Directorate (SAF/IGI) that targets both permanent and augmenting major command IG team members.

The one-day course provides the Air Force-level perspective on the inspection system and prepares inspectors for the important job they are about to assume.

The course begins with an overview of the Air Force inspection system, covering the mission, responsibilities, philosophy and types of inspections. Since preparation is key to a successful inspection, an entire module is dedicated to becoming as prepared as possible prior to the inspection.

The focus module of the course, *Conducting Inspections*, covers areas such as inspecting and interviewing techniques, validation, sampling, and common pitfalls. Instructors also address categorizing observations as strengths and weaknesses, and writing sound inspection reports. The course culminates in a practical exercise that reinforces evaluating observations.

Improvements

The course provides a macro view of the inspection system, and, since MAJCOM missions vary greatly, MAJCOM IG approaches vary in response. As a direct result of student suggestions, SAF/IGI began developing brief MAJCOM-specific modules designed to bridge that gap between the Air Force course and the variations in MAJCOM IG procedures. MAJCOMs were polled to help SAF/IGI develop MAJCOM-specific modules for those MAJCOMs that expressed interest. Modules for AMC, AETC and PACAF have already been developed and delivered.

In addition to the standard end-of-course

survey, a second survey was developed. Many new students have no inspection experience and are, therefore, unable to assess the usefulness of the training until after an inspection or two. The second survey, which is preaddressed to SAF/IGI, allows these new inspectors to provide feedback after putting a few inspections under their belts.

Scheduling

The course is delivered at each MAJCOM location once or twice a year but is also offered at other locations when fiscally efficient, such as Elmendorf AFB, Alaska, and Kadena AB, Japan. Organizations not affiliated with MAJCOM IGs can also request a session of the course if they are willing to fund; these requests will be satisfied whenever possible.

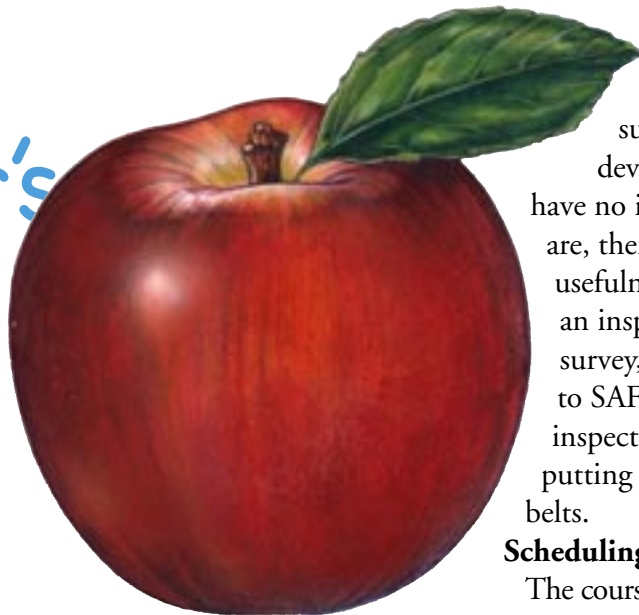
Although the course is designed for newly-assigned MAJCOM IG team members and augmentees, others, such as exercise evaluation teams (EET) and standardization/evaluation team members, can attend on a space-available basis. Students should contact the POC for the MAJCOM course they are interested in attending. The current schedule, scheduling procedures, and MAJCOM course points of contact are on the SAF/IGI Web site at <http://www.ig.hq.af.mil/igi>.

Way Ahead

SAF/IGI continues to develop MAJCOM-specific modules for those interested MAJCOMs and works closely with MAJCOM POCs to ensure the latest MAJCOM information is presented.

In response to student requests, more hands-on activities are being explored for the course. An exercise aimed at improving writing skills is in development.

SAF/IGI is committed to providing the best possible instruction to prepare newly assigned MAJCOM inspectors to accomplish their mission: conduct an independent assessment of the readiness and compliance of our Air Force units. ✪



WANTED:

COURSE DIRECTOR

SAF/IGI is looking for a new course director, available to report in March or April 2004. For more information about this job opening or the USAF Inspectors Course, contact Capt. Jackie Nickols at DSN 425-1534, or send her an e-mail.

IG TRAINING

Fiscal 2004

Installation Inspector

General Training Course (IIGTC)

Conducted at the National Conference Center,
Lansdowne, Va.

*To sign up, contact a major command POC or the
SAF/IG registrar, Senior Master Sgt. Heidi Parker,
DSN 425-1536.*

26 - 30 Jan 04

29 Mar - 2 Apr 04

14 - 18 Jun 04

16 - 20 Aug 04

13 - 17 Sep 04

Investigating Officer (IO) Course

10 - 12 Feb 04 Dobbins ARB, Ga.

9 - 11 Mar 04 MacDill AFB, Fla.

*Conducted on the road and by request of the sponsoring
installation or major command, the IO Course is provided
mostly on an as-requested basis vice the IIGTC's scheduled
basis. To sign up, contact a MAJCOM POC or the SAF/IG
registrar, Senior Master Sgt. Heidi Parker, DSN 425-1536.*

USAF Inspector's Course

For the latest schedule, go to

<http://www.ig.hq.af.mil/igi>

Complete course description is on the previous page.

SAF/IGQ Worldwide Training Conference

4 - 6 May

<http://www.ig.hq.af.mil/igq>

See page 7.



Please write

TIG Brief plans to start a Letters department. It's open to all readers, in or out of the inspection arena, inspectors and inspected, leaders and followers. As with all *letters* sections, your submissions will be subject to editing for content as well as length.

Send your thoughts to:

tigbrief@kirtland.af.mil

Be sure to include your duty telephone number. Hope to hear from you soon!

Topic Call

The source of Eagle Looks



Lt. Col. Dale Balmer AFIA/CVS

At some time in our Air Force careers, we've all encountered difficult situations dealing with broken, mismanaged or out-of-date Air Force-level processes. Do you know where to turn to validate your impressions and seek change?

The Air Force Inspection Agency provides independent oversight to address many of these issues via management reviews, known as Eagle Looks. Each Eagle Look concludes with a written report and an executive briefing with recommendations for improvement to senior Air Force leaders.

AFIA identifies potential Eagle Look topics through an annual Air Force-wide *topic call*. Each February, the Air Force IG sends a request for topics to all major commands, Air Staff functional offices, and product, test and logistics centers. Suggested topics should address an Air Force-level process, program or problem, which if resolved would add value throughout the Air Force.

In May, AFIA subject matter experts (SMEs) consider all the topics. They pass on some topics for

consideration by other functions and organizations such as the Department of Defense IG, the Air Force Audit Agency or a MAJCOM IG. As for the remaining topics, the SMEs ensure the Air Force has not already found a solution and is not in the process of fixing the situation. AFIA then forwards the topics that pass this first round of checks to a panel of Air Force senior leaders for validation and prioritization.

Once the panel selects a topic for review, a team of AFIA's trained inspectors spends about five months conducting the Eagle Look. The team's goals are to provide senior leaders with an objective assessment and executable recommendations for improvement. Inspectors accomplish the management reviews in two cycles; the fall cycle begins in September and the spring cycle in March.

Eagle Look team members bring valuable expertise to each review. They come from a wide range of Air Force career fields and have many years of experience in the areas of operations, logistics, support and acquisition. They also work closely with the Air



Force functional area or organization that owns the process and has a stake in the quality of its performance. Ultimately, all parties involved seek to identify, review and resolve the issues tackled by each Eagle Look.

Typically, an Eagle Look team travels to about 30 installations during a cycle to talk to Air Force military and civilian members, gathering their feedback. The result is an assessment revealing the overall state of the process from the ground level.

Individual names and organizations never appear in any reports or briefings. Units are named only in Best Practices that the team identifies and shares with the entire Air Force.

After briefing Air Force executive leadership and publishing the report, the team monitors the actions taken to address the report's recommendations and documents progress made to improve the process or program. ☺

Lt. Col. Balmer wrote this article as one of his last official acts before retiring in December. He was chief of AFIA's Operations Support Division and served on seven EL teams, three as team chief and one as review director. Questions about this article can be referred to Ms. Sylvia Cordova of AFIA Ops Support, sylvia.cordova@kirtland.af.mil.

What's reviewable?

To give an idea of the wide range of topics taken up by Eagle Look teams, here's a list of recent subjects that emerged during the topic call phase and were ultimately selected for management review by AFIA:

- Acquisition transformation
- Aging aircraft
- Architecture-based acquisition
- Contracted support activity inspection
- Environmental Restoration Program
- Installation Threat Working Group
- Medical profile process
- Munitions bed down
- Outsourcing network control centers and network operations and security centers
- Product support

What's not?

Eagle Look teams can't review every problem the Air Force faces. The following areas are among those considered inappropriate for an AFIA management review:

- Operational requirements
- Compliance issues
- Issues specific to a unit, installation or MAJCOM
- Candidates for the Air Force IDEA (suggestion) program,
- Malfeasance investigations
- DoD and joint processes

Topics Anytime

Although AFIA formally requests Eagle Look topics once a year, the agency accepts topics anytime. It works best to coordinate topics through the chain of command, but it isn't required. For more information on the Eagle Look process and how to submit a topic, visit the AFIA Web site:

<https://www-4afia.kirtland.af.mil>

KNOW YOUR MAJCOM IG

Secretary of the Air Force Inspector General

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Air Education and Training Command

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<https://www.afmc-mil.wpafb.af.mil/hq-afmc/ig>

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Air Force Special Operations Command

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Air Force Space Command

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Air Mobility Command

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<https://www.hqpacaf.af.mil/ig>

United States Air Forces in Europe

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<https://wwwmil.usafe.af.mil/direct/ig/index.html>

TIG Brief has just concluded a readership survey that gives the staff a statistically valid gold mine of data from which to draw conclusions and improve the magazine so that it better meets readers' needs.

The survey involved mailing questionnaires to subscribers and compiling 860 responses. That's a 30 percent return rate—excellent for a voluntary survey of this kind.

Respondents came from a broad spectrum of career fields, with the majority falling into the categories of support and operations.

Fifty-four percent of respondents were active duty, 11 percent Reserve, 11 percent Air National Guard, and 25 percent civilian. According to the survey, most of our readers are in the middle ranks: major to colonel, 33 percent; master to chief master sergeant, 19; and GS-9 to 15, 16. Sixteen percent were commanders, 29 percent supervisors and 26 percent staff members.

Here is a synopsis of the survey. Questions about the results can be referred to (505) 846-2946 (DSN 246) or e-mail tigbrief@kirtland.af.mil.

- On a scale of 1 to 7, rate the overall quality of *TIG Brief*.
5 - 28.7% 6 - 35.7% 7 - 27.6%
- On a scale of 1 to 7, rate how much, if at all, *TIG Brief* articles have helped you in your job.
3 - 13.6% 4 - 28.1% 5 - 30%
- On a scale of 1 to 7, rate the variety of topics and information presented in *TIG Brief*.
5 - 30.9% 6 - 34.4% 7 - 23.8%
- Do you look to *TIG Brief* as a source of credible, reliable information?
Sometimes - 31% Often - 36.4% Always - 24.4%
- How do you receive *TIG Brief*?
Direct postal mail - 76.1%
- Readers' picks for favorite material in *TIG Brief*
1st — Features
2nd — Signature Articles
3rd — Legal Features
4th — AFOSI
5th — Ask the IG
- What is your opinion about the use of graphics and color in the magazine?
Just the right amount - 90.7%

Comments

A number of survey respondents added specific suggestions on a wide range of topics covering the many aspects of the Air Force mission affected by the inspection arena. Here's a sampling of your comments. We can't promise to get to them all, but "we're gonna try!"

- Start a letters to the editor section. *Editor's note: We're starting one to air your comments and suggestions throughout the year. Please e-mail your comments to tigbrief@kirtland.af.mil.*
- Include more crossfeed articles and maybe more best practices.
- Actual events stories on the impact on the mission and people involved.
- Expand the Ask the IG section
- More ORI-UCI-NSI "I was there" types of articles from inspector point of view.
- More AF-wide examples of problems, including how some have been remedied.
- Crossflow information between commands and agencies, command spotlight.
- More stories from the trenches, more input from troops on the job.
- Provide more in-depth discussion of findings
- Expand IG complaints.
- Publish special issue (flying, maintenance, ammo, medical, etc).
- Section dedicated to ANG Wing IGs.
- Trends from past inspections.
- More info on base level issues.
- Reference some problems and solutions to airspace issues.
- Identify IG inspection problem areas that keep recurring.
- More inspection preparation tips.
- Add input from DoD or other joint sources.
- More case studies.
- More articles pertaining to the civilian work force.
- More Guard and Reserve articles.
- Explore broader scope of the Air Force mission.
- Articles on transformation and pitfalls to avoid while transforming.

Thanks for helping make *TIG Brief* a must-read publication for commanders, supervisors and inspectors throughout the Air Force! ★

Special Interest Items

Special Interest Items (SIIs) are a means to focus management attention, gather data or evaluate the status of specific programs and conditions in the field. The following is a schedule of SIIs to advise inspectors at all levels of current inspection efforts and to encourage crossfeed of inspection guides and information. MAJCOM links are at <https://www.ig.hq.af.mil/majcom2.htm>.

List current as of 1 Nov 2003.

Headquarters Air Force

Capt. Jacqueline Nickols DSN 425-1534
jacqueline.nickols@pentagon.af.mil
 04-1 Arms, Ammunition & Explosive and Transportation Protective Service Documentation Compliance 30 Sep 04
 04-02 Sexual Assault Deterrence and Response 30 Nov 04
(See opposite page.)

Air Combat Command

Kathy A. Davis DSN 574-8710
kathy.davis@langley.af.mil
 03-1 Facility Signs (Active Units) 31 Dec 04
 03-2 Maintenance Management of Communications Electronics (Active and Guard Units) 31 Mar 04

Air Education and Training Command

Allene Craft DSN 487-5344
allene.craft@randolph.af.mil
Currently no SIIs scheduled.

Air Force Materiel Command

Maj. Tim Durepo DSN 787-5849
timothy.durepo@wpafb.af.mil
 03-A Deficiency Report Exhibit Processing and Handling 31 Jan 04
 03-B Officer and Enlisted Performance Feedback Verifications 31 Mar 04
 03-C Contractor Access to Installations 31 May 04

Air Force Reserve Command

Senior Master Sgt. Wilbert Austin DSN 497-1509
wilbert.austin@afrc.af.mil
 02-01 Compliance with the Air Force Civil Engineer Support Agency Air Force Qualification Training Package (AFQTP) Certification and Testing Program and Contingency Operations and Vocational Engineer Review Training (COVER TRAIN) 31 Dec 04

Air Force Space Command

Senior Master Sgt. Ronald W. Sherrill DSN 834-4936
ronald.sherrill@peterson.af.mil
 03-1 Compliance with The System Compliance Database Policy 28 Feb 04
 03-2 Compliance with HQ AFSPC AFWay Policy 28 Feb 04
 03-3 Compliance with Air Force Space Command Up Channel Reporting Procedures 30 Apr 04

Air Force Special Operations Command

Maj. Jay Fisher DSN 579-2128
jay.fisher@hurlburt.af.mil
 Maj A. Dwight Davis DSN 579-4157
arthur.davis@hurlburt.af.mil
Currently no SIIs scheduled.

Air Mobility Command

Master Sgt. James Newcomer DSN 779-0547/0464
james.newcomer@scott.af.mil
 03-001 Wing Management of Government Travel Card Program 29 Feb 04
 04-001 Wing Operations Security (OPSEC) Management Program 30 Sep 04

Air National Guard

Senior Master Sgt. Raymond Carney DSN 327-2507
raymond.carney@ngb.af.mil
 03-01 Government Travel Card 30 Apr 04
 03-02 Weather 5-level Career Development Course Administration 1 Aug 04

Pacific Air Forces

Chief Master Sgt. Edy Agee DSN 315-449-3908
edy.agee@hickam.af.mil
 02-002 Basic Aircrew Knowledge 30 Jun 04
 03-001 Dormitory Management 1 Jan 05
 03-002 Accountability of Computer Equipment 31 Dec 04
 03-003 Storage Area Network Storage Compliance 30 Apr 04
 03-005 Mark-1 Auto Injector Training 31 Dec 04
 03-006 Fuel Mishap Prevention 1 Jan 06
 03-007 Virtual Record of Emergency Data (vRED) 8 Jul 04

United States Air Forces in Europe

Senior Master Sgt. Thomas J. Pieknik DSN 314-480-2356
thomas.pieknik@ramstein.af.mil
 03-001 Hangar Door Safety 30 Jun 07
 03-002 Use of Chapel Facilities in USAFE
(Expires following Unit Compliance Inspections at affected USAFE installations.)

Medical Special Emphasis Items (SEIs)

Air Force Inspection Agency
hqafia.sg@kirtland.af.mil *Currently no SEIs scheduled.*

Sexual Assault Deterrence and Response

Col. Patrick Ward SAF/IGI patrick.ward@pentagon.af.mil

Air Force Special Interest Item 04-02 was recently introduced and is focused on **Sexual Assault Deterrence and Response**. It applies to all units—Active Duty, Guard and Reserve—during the period Dec. 1, 2003, to Nov. 30, 2004. This article explains why this SII was developed, what areas are vulnerable to inspection and how the information will be used.

In August 2003, The Air Force Inspector General directed the stand-up of an integrated process team (IPT) to determine the feasibility of an SII for sexual assault deterrence and response. To completely address the issue, a diverse team composed of Air Staff functional managers (IG, Security Forces, Office of Special Investigations, Judge Advocate, Personnel, Medical, and Military Equal Opportunity) was formed. The task was to **develop questions that assess compliance with current Air Force policy and programs that help deter sexual assault and, in the event deterrence fails and a crime is committed, assess the adequacy of unit response programs.**

To obtain a complete assessment, the Sexual Assault Deterrence and Response SII was broken down into seven functional checklists: IG, Installation Responsibilities, JAG, Medical, OSI, MEO and SF.

Examples of the deterrence focus areas include: assessing the overall climate of the installation through the Community Action Information Board, the Integrated Delivery System, and the Community Capacity Action Plan; ensuring timely accomplishment of climate assessments and follow-on actions resulting from Air Force, unit and other quality-of-life surveys; and establishing proper education and training for leaders and supervisors.

The other SII cornerstone is an accurate assessment of first responder programs in the event a sexual assault crime is reported. First responders come from a variety of sources such as commanders, supervisors, law enforcement personnel, judge advocate, medical community, MEO office and installation IG. Because of this broad expanse of first responders, the SII

assesses requirements in each functional area.

How will we use the information gathered over the next year? It helps to refer to the definition outlined in AFI 90-201, *Inspector General Activities*: “the purpose of an Air Force level SII is to focus management attention, gather data, and/or evaluate the status of specific programs and conditions in the field.” As the information is collected and reported quarterly by the MAJCOM IG teams, SAF/IGI will disseminate the data to the Air Force functional IPT members that originally authored the SII.

The IPT will meet at least quarterly to assess unit compliance with existing guidance and policies and to **determine whether changes in current Air Force policy and guidance may be prudent.**

At the end of the year, SAF/IGI anticipates that a Sexual Assault Deterrence and Response category will be established and incorporated into AFI 90-201, Attachment 6, as a Common Core Compliance Area. ★

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